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# The Select Board Handbook

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This handbook is to serve as a resource for the Office of the Select Board, other officials and agencies of the Town of Arlington government, and the public by setting forth the Board's basic functions, policies, and procedures. Companion policies, including those pertaining to permits and licenses are codified elsewhere in the interests of allowing this handbook to be an efficient foundation for consistent, transparent, and effective Board administration. In short, this document provides:

- Reference material for presently serving members of the Board on significant policies and procedures;
- Guidance for citizens and Town employees on Board policies, and procedures;
- Education for new Board members in the interests of continuity of effective Board governance; and
- Serve as a model of policies and procedures for other boards and commissions.

The Handbook shall be periodically reviewed and updated as appropriate at the annual goal setting workshop of the Select Board and Town Manager.

### **Overview**

In Arlington the number of Select Board members is determined by the Town Manager Act, Chapter 503 of the Acts of 1952 as amended. Hence, the Select Board is comprised of five elected residents who serve three-year terms. They are elected on the following cycle:

- Two are elected one year;
- Two are elected the following year; and
- One is elected in the third year of a given Board election cycle.

Town Manager Act §3

The primary duties and responsibilities of the Board are described in Chapter 2 herein.

## ARLINGTON SELECT BOARD

### HISTORY

Boards of Selectmen throughout New England, have their roots in pre-colonial days when the church served as the center of the community for those who had traveled from Europe for religious freedom. After church services in Menotomy (Wampanoag term meaning *swift running river*) the assembled would conduct a town meeting to discuss any civic matters that impacted the citizens of Menotomy. If the matter required investigation they would “select” someone from the congregation to go and gather information and report back at the next town meeting.

Borrowing the concept of councils from their English heritage, the colonists began to elect between three and nine “select men” or “townsmen” to serve for fixed terms. Beginning with Dorchester in 1633, towns in Massachusetts quickly adopted this unique form of government.

Initially, the powers and duties of Selectmen differed from Town to Town. In general, Selectmen were required to carry out and enforce the votes of the Town Meeting, but were additionally granted authority over other areas of Town government.

In 1867, then West Cambridge, the citizens voted and then changed the name to Arlington to commemorate those who had made the ultimate sacrifice on behalf of their country and were buried in the Arlington National Cemetery (dedicated in 1866).

From 1867 – 1953 there was a 3 member Board of Selectmen who were “selected” by the voters to serve 3-year terms. In 1952 Town Meeting voted to change Arlington’s form of government. On a warrant article, sponsored by the League of Women Voters and on a subsequent charter reform referendum by the voters, Arlington changed to a Town Manager form of government.

In 1953, the Board of Selectmen subsumed the Board of Public Works and became a 5 member committee. This model was based on the most popular business model of a Board of Directors who directed the President/CEO of the company. Since 1953, Arlington has had 6 Town Managers:

Edward C. Monihan	1953- 1966
Donald Marquis	1966-2000
Phil Farrington	2000- 2002
Nancy Galkowski	2002-2004
Brian Sullivan	2004-2012
Adam Chapdelaine	2012-Present

In July of 1973 the first woman to serve on the Board of Selectmen was Anne Mahon Powers who was appointed by the Board to finish the term of William S. Abbott who had retired. In November 1973 Margaret Spengler was the first woman elected to the Board of Selectmen.

Since 1867 there have been 93 citizens of Arlington who have served on the Board.  
They are the following:

### **SELECT BOARD 1867-PRESENT:**

Samuel S. Davis	1867-1868, 1871, 1872	Harold A. Cahalin	1946-1949
J.S. Potter	1867-1868	Joseph A. Purcell	1948-1951
Samuel L. Butterfield	1867-1868	Marcus L. Sorensen	1949-1958
Otis Greene	1868-1869	Edmund L. Frost	1950-1953
Jacob F. Hobbs	1868-1871, 1872-1873	Walter T. Kenney	1951-1954
J. Winslow Peirce	1868-1874	Joseph P. Greeley	1953-1972
George. C. Russell	1870-1871	George A. Harris	1953-1958
Warren Rawson	1871-1873	Franklin W. Hurd	1953-1959
James Durgin	1872-1879	Thomas R. Rawson	1954-1960
James Bacon	1872-1873	Daniel J. Buckley, Jr.	1958-1961
John S. Crosby	1872-1873	Arthur D. Saul, Jr.	1958-1964, 1965-1977
Henry Swan	1873-1874	John O. Parker	1959-1962
Henry Mott	1873-1874, 1878-1882	Horace H. Homer	1960-1969
John Schouler	1874-1878	Philibert L. Pelligrini	1961-1964
William H. Allen	1878-1882	John W. Bullock	1962-1965, 1969-1974
James A. Bailey	1879-1882	Kevin P. Feeley	1964-1970
Henry J. Locke	1882-1884	John J. Bilafer	1964-1972
Samuel E. Kimball	1882-1883	William S. Abbott	1970-1973
George D. Tufts	1884-1896	Ronald A. Nigro	1972-1973
Charles T. Scannell	1885-1886	Harry P. McCabe	1972-1975
George D. Moore	1887-1890	George K. Rugg	1973-1976
Edward S. Fessenden	1892-1897	Ann Mahon Powers	1973 (apptd), 1975-1981
George I. Doe	1897-1905	Margaret H. Spengler	1973-1979, 1984
Warren B. Rawson	1903-1906	Robert B. Walsh	1974-1990
James A. Bailey, Jr.	1904-1907	Robert Murray	1976-1987
J. Howell Crosby	1907-1910	Robert F. O'Neill	1977-1978
Philip A. Hendrick	1909-1911	Robert A. Havern	1978-1986
Jacob Bitzer	1910-1914	William J. Grannan	1979-1984
Frank V. Noyes	1911-1915	Charles Lyons	1981-2005
Thomas J. Donnelly	1914-1920	Janemarie Hillier	1985-1991
Horatio A. Phinney	1915-1921	Stephen J. Conroy	1986-1989
Charles B. Devereaux	1920-1926	John P. Donahue	1987-1988
Charles H. Higgins	1921-1924	Franklin W. Hurd, Jr.	1988-1994
Nelson B. Crosby	1922-1928	Kevin F. Greeley	1989-2018
Frederick W. Hill	1924-1927	Stephen J. Gilligan	1990-1999
Hollis M. Gott	1926-1932	Kathleen Kiely Dias	1991-2006
Luke A. Manning	1927-1930	Richard B. Murray	1994-1997
Arthur P. Wyman	1928-1934	John W. Hurd	1997-2011
William O. Hauser	1930-1933	Diane M. Mahon	1999-Present
Leonard Collins	1932-1935	Annie LaCourt	2005-2012
George W. Lowe, Jr.	1933-1939	Clarissa Rowe	2006-2012, 2018, 2019
Ernest W. Davis	1934-1943	Daniel J. Dunn	2011-Present
Harold M. Estabrook	1935-1945	Joseph A. Curro, Jr.	2012-Present
William C. Adams	1939-1945	Steven M. Byrne	2012-2017
William F. Davis, Jr.	1943-1946	John V. Hurd	2018-Present
Joseph Peterson	1944-1950	Stephen W. DeCoursey	2019-Present
Roscoe O. Elliott	1945-1946		





The primary sources of the Select Board authority are:

- Massachusetts General Laws and Special Acts;<sup>1</sup>
- The Town Manager Act; and
- Town of Arlington ByLaws.

Within the Town Manager Act and the Town Bylaws, the following non-exhaustive provisions are particularly critical in establishing the parameters of the Board's powers:

- ❖ “The Select Board shall have the general direction and management of the property and affairs of the Town in all matters not otherwise provided for, so far as permitted bylaw.”

Town ByLaws Art. 2 § 1

- ❖ The Select Board appoints the Town Manager, the Comptroller, the Board Administrator, the Registrar of Voters (except the Town Clerk), the Zoning Board of Appeals, select advisory committees, and election officers; and further, confirm a host of appointments by the Town Manager.

Town Manager Act §§4, 11, *passim*

- ❖ The Select Board shall open the annual Warrant and call Town Meetings and Special Town Meetings and make recommendations regarding articles under same. Members of the Board also possess the privilege of recognition at any Town Meeting regardless of whether or not they are Town Meeting members.

Town ByLaws Art. 1 §2; Art. 2 §4;

- ❖ The Board's financial responsibilities include, in conjunction with the Town Manager, reviewing Town budgets to provide annual recommendations to the Finance Committee; as well as dispersing federal Community Development Block Grant monies in conjunction with the Town Manager.

Town Manager Act §32

- ❖ The Select Board, in conjunction with the Town Clerk, has the duty to call and administer Town elections consistent with the requirements of the General Laws.

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<sup>1</sup> More than 700 statutes and Special Acts define the powers and duties of the Select Board including the Town Manager Act.

Town ByLaws Art. 1 §1; Town Manager Act §45

Accordingly, in conjunction with the General Laws, the Board possesses the following duties and responsibilities:

- ❖ Adopting Town policies and holding hearings on important Town issues;
- ❖ Working collaboratively with the Town Manager, Finance Committee and Budget Revenue Task Force in reviewing and setting fiscal guidelines for the annual operating budget and capital improvements program;
- ❖ Determining CDBG grant disbursements;
- ❖ Issuing Town Meeting warrants;
- ❖ Appointing the Town Manager and reviewing the performance of the Town Manager;
- ❖ Approving the Town Manager's appointments of most official boards and commissions;
- ❖ Exercise jurisdiction over public and private ways under the Town ByLaws;
- ❖ Oversee traffic and parking matters;
- ❖ Serve as the Licensing Board responsible for issuing and renewing licenses for the following categories:
  - common victualler,
  - food vendor,
  - alcohol,
  - lodging houses/inn keeper,
  - class I and II,
  - secondhand dealer,
  - hackney,
  - public entertainment,
  - automatic amusement, and
  - contractor drainlayer;
- ❖ Serve as the permitting authority for the following categories:
  - parking permit exceptions,
  - block party,
  - street performer, and special events.

Additionally, as outlined in the General Laws and the Town Manager Act, the Board also possesses the duties and responsibilities of the following:

- ❖ Licensing Board,
  - Cable Commissioners,
  - Water Commissioners,
  - Highway Commissioners,

- Sewer Commissioners,
- Election Commissioners, and
- Parking Commissioners.

The above lists of powers, duties, and responsibilities do not present a complete detailing of the Select Board's role in Arlington's government, nor does it serve as a statement of limitations on a specific Board's vision and operation. Rather, this section enumerates the major categories of Select Board duties and powers, as well as specific, common areas where the Board exercises its authority in the discharge of its duties.

Each year, a given Board will both proactively and responsively address the new needs of the Town within its authority. For an understanding of the short and long-term vision and self-assessments of any given Board one should consult the most recent Select Board Goals. Each year, the Select Board revisits, renews, and revises their collective goals and objectives for the coming year in conjunction with the Town Manager. However, absent a change in law, the Select Board's powers, duties, and responsibilities remain as enumerated herein.

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The Select Board participates in awards, proclamations and events.

**SELECT BOARD AWARDS:**

Awards, established in 1975, are given to a person, a group of people, or an organization to recognize their excellence in a certain field. Approximately every five years awards are given out recognizing people and organizations for their efforts that truly benefit the Town. The Select Board nominates and awards the following:

The Robbins Award - This award honors patrons for their outstanding and significant contributions of service and leadership in the areas of social, cultural, educational, political or religious activities as well as benevolent and philanthropic actions for the common good.

The Cyrus E. Dallin Award - This award honors any person or group who has given meritorious service to the community in areas of community beautification, education, artistic, cultural, humanistic or philanthropic contributions, meeting human needs particularly needs of the youth.

The Samuel A. Wilson Award - This award includes any person or group who has made an important and meaningful contribution to the community. Their effort should be considerable, exceptional and notable.

The Joseph P. Greeley Award - This award should reflect long-time, continuous and excellent service to the town. Any past or present town employee or group is eligible to receive this award.

A Nominating Committee is appointed by the Select Board, with each Select Board Member appointing one committee member. The role of the committee is to receive applications/recommendations and then recommend a slate of nominees to present to the Select Board Chair and Vice-Chair. The Chair and Vice Chair will select the nominee finalist for each award and then bring the nominees to a future Select Board Meeting for approval. The Nominating Committee will present a one-paragraph description of each finalist's meritorious contributions at that meeting. The awards are presented at a ceremonial event in the Town Hall.

## **PROCLAMATIONS & EVENTS:**

In addition to awards the Select Board sponsors proclamations and events.

- Proclamations are a public or official announcement recognizing great accomplishments and events in the community, especially ones of great importance. A proclamation can be for an organization or an individual in honor of their recognition. Requests for proclamations should be directed to the Select Board's Administration Office along with the information/desired wording of the accomplishment or event three-weeks prior to the date of issue.
- Events are occasions of importance such as Town Day, Sister City Programs, Select Board Awards Presentations and Anniversary Celebrations. These events support the efforts of community volunteers and traditions of the community.

**Town Day** is the largest community event held annually and features music, family entertainment and booth vendors. The Town Day celebration depends on the financial support of both our corporate and residential neighbors.

**Sister City Programs** create opportunities for the Town to experience and explore other cultures through long-term municipal partnerships in a global arena. It immerses our students through a student exchange into each other's way of life which bolsters their academic experience. Sister City Nagaokakyo, Japan and Arlington celebrated a 35<sup>th</sup> anniversary of friendship in 2019. Arlington and Nagaokakyo became Sister Cities on September 24, 1984, when a group of 12 Nagaokakyo Officials and Citizens, including Mayor Tatsuo Isozumi, came to Arlington. That particular date was chosen because it was part of Arlington's Town Day Festival Weekend. The Arlington Selectmen officially recognized Teosinte, El Salvador, as Arlington's Sister City in 1988 celebrating a 30th anniversary of friendship in 2018. This affiliation was developed in the context of the Salvadoran Civil War, which lasted from 1980 to 1992.

**Anniversary Celebrations** are events celebrating historic milestones and traditions such as the Centennial Celebration of Town Hall & Gardens.

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## Select Board Code of Conduct

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It is the long standing intention and tradition of the Select Board to act as a single body in the best interests of the people of the Town of Arlington, and to maintain a civil decorum becoming of the citizenry the Select Board serves. Even as individual members may passionately disagree with one another, members of the public, or Town employees, engaging in lively discourse, the Select Board shall endeavor to conduct itself as a whole in the most professional of manners. To that end, the Select Board members pledge their commitment to the following self-enforced code of conduct developed by the Massachusetts Municipal Association and modified for Arlington's governance.

### **A. Board-Community Relations**

A member of the Select Board, in relation to his or her community shall:

1. Conduct himself or herself with the understanding that his or her basic function is to make policy. Implementation and administration is invested in the Town Manager by the Town Manager Act;
2. Maintain the perspective of being part of one larger political body, appropriately respecting collective Board decisions and policies ;
3. Be well informed concerning the duties of a Board Member on both local and state levels;
4. Remember that he or she represents the entire community at all times;
5. Be mindful that a member is privileged to serve, requiring selfless service that does not yield inappropriate personal benefits based on his or her work as a Select Board Member; and
6. Adhere to the ethical rules and guidelines established by the State, refraining from use of status or power to obtain improper benefits for themselves or others.

### **B. Board-Manager Relations**

Each Select Board Member, in relation to the appointed Town Manager, shall:

1. Endeavor to establish sound, clearly defined policies that will direct and support the Town Manager in the administration of the Town;
2. Provide the Town Manager full discretion for discharging his or her duties;
3. Recognize and support the administrative chain of command, reporting citizen complaints to the Town Manager;

4. Refrain from instructing Town Department Heads;
5. Exercise good judgment in contacting Town personnel supervised by the Town Manager. Questions and/or requests for information or assistance on matters of policy under the Board's jurisdiction should be directed to the Town Manager, Town Counsel, or Department Heads with the Town Manager's knowledge.

**C. Internal Board Relations**

A member of the Select Board, in his or her relations with fellow Board Members, should:

1. Recognize that action at official legal meetings is binding and that he or she alone cannot bind the Board outside of such meetings;
2. Refrain from public statements or promises of how he or she will vote on matters that will come before the Board until he or she has had an opportunity to fully vet the issue during a Board meeting;
3. Make decisions only after all facts on a question have been presented and discussed;
4. Uphold the intent of executive session and respect the privileged communication that exists in executive session;
5. Refrain from communicating the position of the Select Board to anyone unless the full Board has previously agreed on both the position and the language of the statement conveying the position;
6. Treat with respect the rights of all Members of the Board despite differences of opinion; and
7. Afford Members of the Board the opportunity to speak on matters in Board meetings and hearings without interruption.

**D. Board-Town Staff Relations**

A member of the Select Board, in his or her relations with Town staff, should:

1. Treat all staff as professionals that respects the abilities, experience, and dignity of each individual;
2. Exercise caution and discretion in public criticism of any individual Town employee. Member concerns about performance of staff reporting to the Town Manager should, under ordinary circumstances only be articulated to the Town Manager, or, in limited circumstances, other appropriate Town personnel, such as Town Counsel and Department Heads.



3. Keep requests for staff support to a minimum wherever possible, and insure that all requests go through the Town Manager's Office or between such office and the Select Board.
4. To the extent practicable, insure that any materials or information provided to an individual member from a staff member be made available to all Select Board Members.

As a final matter each Select Board Member as an elected official, has an individual and specific series of ethical obligations under Massachusetts' "Conflict of Interest" statute, G.L. c. 268A, as well as Office of Campaign and Political Finance regulations. Moreover, the Board has obligations as a body to abide by a number of other important laws and regulations reflecting on its conduct, including, but not limited to, the Open Meeting Law and Public Records Laws. Both Members as individuals and the Board as a whole must be especially mindful of these obligations in addition to its self-enforced code of conduct.

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## Board Election of Officers, Employee Hiring & Appointments to Committees

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The Select Board is responsible for hiring a variety of Town employees including the Town Manager, making or confirming appointees to Town Committees, and its own internal election of officers.

### A. Board Officers & Elections

The officers of the Select Board shall be Chair and Vice-Chair elected annually from its members, and shall each serve a term of one (1) year. The Board Administrator, discussed in further detail below, serves as Chair *pro tem* for administrative purposes only until a Chair is elected, calling for an organizational meeting on the Monday immediately following the Annual Town Election. All five (5) members should be present to hold the annual Board election, and the process shall begin by asking members of the Board for nominations for Chair.

#### ❖ Chair

Following nomination, an individual member of the Board receiving three (3) or more votes, however achieved, will be named Chair. Upon election, the Chair of the Board's duties shall be as follows:

- Preside at all meetings of the Board;
- Act as liaison between the Select Board staff, including the Board Administrator;
- Represent the Board at meetings, conferences, and other gatherings;
- Creates and reviews Board agendas in concert with the Select Board staff, and in consultation with the Town Manager;
- Arranges orientation for new Board members;
- Serves as the spokesperson of the Board at Town Meetings and presents the Board's position on Warrant Articles with recommended action voted in the majority.

It should further be noted that the function of the Chair is to convey the Board's considered position on any matter on which he or she represents the Board and to direct the conduct of the meetings so that the Board's business is properly and efficiently dispatched.

### ❖ **Vice Chair**

Following his or her election, the Chair conducts the election for the Vice-Chair, receiving nominations and conducting votes. The member receiving three (3) or more contemporaneous votes shall be elected Vice-Chair.

Upon election, the duties of the Vice-Chair shall be all the duties of the Chair in his or her absence, or as requested by the Chair.

### ❖ **Seniority & Proceedings in the Absence of Board Officers**

Seniority of Board Members is determined by total length of service. Seniority in the instance of two individuals being elected at the same time and having served the same number of total terms shall be determined by the member receiving the superior number of votes at the most recent election.

In any Select Board proceeding conducted in the absence of the elected Chair and the Vice Chair, the most senior member of the Board in attendance shall preside as acting Chair.

### ❖ **Removal & Vacancy of Board Officers**

The Chair and the Vice-Chair serve at the pleasure of the Board. As such, either may be removed from such position with a majority vote of the Board. If either the Chair or the Vice Chair is removed from office or resign their office, the Board will conduct another organizational meeting. The Chair conducts an organizational meeting to replace the Vice-Chair and the Vice-Chair conducts an organizational meeting to replace the Chair.

In the event of a vacancy of an office created by a vacancy on the Board itself, the minimum number of members to conduct an organizational meeting will be however many members of the Board remain in service, with three (3) being the minimum number for a quorum.

### ❖ **Board Tradition on Elections**

While not a binding policy, it has been the tradition of the Board to appoint as Chair and Vice-Chair the two (2) individual Board Members who would be up for re-election in the next regularly scheduled election cycle. Traditionally, of these two members, the individual with the most seniority on the Board has served as Chair and the other as Vice-Chair, except in the case where the senior member had already served as Chair, in which case the junior member would serve in the Chair or the Vice Chair office. Whenever both members continue to serve concurrently – in three (3) years the roles would be reversed.

Further, it is also the Board's tradition, that when applicable, each member of the Board has served as Chair at least once every six years. In the case of the member that runs alone, every three (3) years, the Board has elected that individual as Chair. One of the two (2) members who would be up for re-election in the Spring has been voted as Vice-Chair. In the one instance where two (2) individuals were newly elected to the Board, neither had seniority and the Board followed the nominating and election process outside of the aforementioned tradition.

## **B. Board Vacancies**

Pursuant to §3 of the Town Manager Act, when a vacancy occurs in the actual membership of the Select Board (as opposed to vacancy of the offices of Chair or Vice-Chair), for any reason other than the expiration of a term, the remaining Select Board Members and the Moderator, within thirty days after such vacancy occurs, shall appoint another board member to fill the vacancy until the next Town Election, at which the voters shall elect a Select Board Member for the remainder of the unexpired term. A majority of the ballots of the officers entitled to vote shall be necessary to such appointment.

## **C. Board Employees**

The Select Board is responsible for hiring and supervising the following Town Employees:

- Town Manager;
- Town Comptroller;
- Select Board staff, including the Board Administrator;
- Zoning Board of Appeals Administrator; and
- Parking Clerk.

A current job description for each of the above positions is annexed to the Handbook in Appendix Section A-1. While the hiring and supervision of all Board appointed Town employees is firmly vested within the Board, the Select Board as a body should utilize the professional expertise and resources of the Town Human Resources Director.

### **C-1. Appointment of the Town Manager**

The Board shall appoint the Town Manager in accordance with the Town Manager Act and will endeavor to utilize the best current practices to provide for the search for, and recruitment of Town Manger candidates.

The Board shall set the Town Manager's compensation and other material conditions of employment they deem appropriate by written contract, so long as such terms and conditions shall not be in conflict with the Town Manager Act.

## **D. Statutory Direct Board Appointments**

In accordance with §4 of the Town Manager Act and Massachusetts General Laws, the Board is vested with the authority and responsibility to directly appoint a variety of Town officials in varying contexts in part-time or seasonal capacities, traditionally considered distinct from other Board or Town Employees. It is the policy of the Board to appoint qualified citizens representative of the Town's population to the extent possible.

A non-exhaustive list of significant Board direct appointees includes the following:

- Registrars of Voters (the Town Clerk who also serves as a Registrar, but is not appointed);
- Election Officers for the Town's 21 Precincts, including a Warden, Clerk, Inspectors, and other officers as required;
- Zoning Board of Appeals, both members and associate members;
- Arlington Cultural Council;
- Public Memorial Committee members; and
- Certain Special Police Officers as appropriate.

Further information on each of the aforementioned statutorily authorized direct appointments may be found in Appendix Section A-2. (add definition/MGL )

Town residents, private groups, and/or Town Committees, Boards, and Commissions are all welcomed to request a specific appointment before the Board, but should make such requests in writing to the Select Board setting forth the basis for such requested appointment with supporting materials, and prepare to attend a Board meeting to discuss their request. Further information on requests to the Board may be found in the sections of this document discussing agendas of the Board.

### **D-1. Re-Appointments of Direct Appointees and Holdover Appointees**

The Board, through its Office shall endeavor to notify in writing any presently serving direct appointees of the Board in advance of the expiration of their term of appointment. After receiving such notice, appointees are encouraged, though not required to promptly submit any information to the Board that would assist the Board Members in determining whether re-appointment should be made or the body should seek other candidates in advance of the expiration of the relevant term.

In the event that an appointee has not resigned, been reappointed or replaced by a new appointee by the date of the expiration of his or her term, such person will be considered a holdover appointee. A holdover appointee shall continue to serve in such appointment with all the duties

and responsibilities of such position remaining, but is subject to removal at anytime by vote of the Board.

#### **E. Creation of and Appointments to Committees of the Select Board**

In addition to specific statutorily authorized appointments, the Board may, from time to time create committees, subcommittees, and working groups that report directly to the Board for the purpose of advising the Select Board Members on specific issues. These bodies are not authorized to create or establish policy. Rather, the Board charges such bodies, specifically and/or generally with advising the Board either orally or in writing, and then acts upon recommendations of such bodies. Hence, it remains the Board's ultimate responsibility to discharge their obligations with respect to any matter referred to a committee or working group of the Board.

Moreover, work for or membership on such committees of the Board shall not be considered a "town office" for the purposes of the Town Manager Act. As such bodies do not possess authority independent of the Board, any Select Board Member's membership and participation on such committees or working groups of the Board is not construed to constitute the holding of multiple offices under §9 of the Town Manager Act.

#### **F. Confirmation of Appointments by Other Town Officials**

##### **F-1. Town Manager Appointees**

In accordance with the Town Manager Act, Massachusetts General Laws, and Town Bylaws, the Town Manager makes appointments to certain Boards, Committees and Commissions subject to the confirmation of the Select Board, including, but not limited to the following:

- Arlington Redevelopment Board;
- Board of Health;
- Parks and Recreation Commission;
- Board of Cemetery Commissioners;
- Board of Library Trustees;
- Board of Commissioners of Trust Funds;
- Tree Warden;
- Historical Commission;
- Conservation Commission;

- Board of Directors of Youth Services;
- Disability Commission;
- Council on Aging;
- Arlington Human Rights Commission; and
- Arlington Commission on Arts and Culture.

In the interests of efficiency and providing the public the opportunity to provide effective input, for each appointment by the Town Manager to be confirmed by the Select Board, the Board requests the Town Manager proceed as follows:

1. Submit pertinent information about any appointments due to expire within sixty (60) days of such expirations;
2. Once a potential appointee has been identified, the Town Manager shall submit a letter of intent to the Board regarding any intended appointee two weeks in advance of the next regularly scheduled Board meeting; and
3. A letter requesting confirmation of an appointee will be submitted at the next regularly scheduled meeting following the letter of intent.

#### **F-2. Treasurer Appointments**

The Town Treasurer is authorized to appoint an “Assistant Treasurer,” subject to confirmation by the Select Board. G.L. c. 41 §39A. While the Assistant Treasurer is a Town employee, for any such appointment, the Town Treasurer is requested to follow the same procedure outline for Town Manager appointments above.

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Board meetings and hearings are the primary manner in which the Select Board members as a body conduct their work, both by tradition and operation of law. This section outlines the significant policies and practices of the Board in arranging and conducting meetings and hearings.

#### **A. Notice of Meetings**

The Office of the Select Board, on behalf of the Chair, is responsible for filing appropriate public notice of any Board meeting or hearing with the Town Clerk and post on the website at least 48 hours in advance, excluding Saturdays, Sundays and Legal Holidays. The Office of the Select Board, including the Board Administrator, shall take all steps necessary to ensure Board notices comply with requirements of the Open Meeting Law, as well as any other notice requirements germane to a given public hearing or agenda item under the laws of the Commonwealth.

Typically, notice must set forth the following information regarding any meeting or hearing:

- Date and time of meeting;
- Place of meeting; and
- A list of topics the Chair reasonably anticipates to be discussed at the meeting or hearing. (See also Agendas, set forth in §5.C below).

#### **B. Schedule & Location**

Unless otherwise set forth on meeting notices, regular meetings of the Board are held at least twice per month on Monday evenings, September through June. Meetings are commenced generally at 7:15 p.m., and all business is to conclude by 11:00 p.m. unless extended by Board vote. The location of meetings unless otherwise specified in notices is in the Select Board's Chambers on the second floor of Town Hall.

During July and August, meetings may be scheduled on a monthly basis. The Board shall not meet on days designated as legal holidays. Meetings falling on a legal holiday are cancelled or rescheduled for another date at the discretion of the Board.

#### **B-1. Hearings & Special Meetings**

Hearings (conducted separately from regular meetings) and special meetings of the Board may be scheduled at the discretion of the Board regarding any matter within their jurisdiction. Subjects of special meetings or hearings may include matters such as setting Board and Town Manager goals and objectives for the year, or warrant articles where regular meetings would not provide sufficient time to address all appropriate articles within a given Town Meeting cycle.

Any special hearings or meetings follow the normal notice procedure absent an emergency, or pertinent provisions of law setting forth further notice criteria than the Open Meeting Law.

## **B-2. Emergency Meetings**

An “Emergency Meeting” is defined by law as a sudden, generally unexpected occurrence or set of circumstances demanding immediate action. Emergency meetings of the Board may be called by the Chair or any member of the Board through the Board Administrator consistent with the requirements of the Open Meeting Law, which allows a meeting in special circumstances even though no notice was previously posted.

However, a notice should be posted at the earliest possible juncture; all Board Members must be notified by the Board Administrator; and a majority of Board Members must agree to convene an emergency meeting.

## **C. Agendas**

### **C -1. Responsibility**

The Chair of the Board holds the responsibility for coordinating and planning the regular agenda utilizing digital meeting management. Each of the members of the Board and the Town Manager may request items be placed on the agenda, but must communicate their desired agenda items both to the Chair and the Office of the Select Board. Ultimate authority over what items are to be placed on an agenda is vested in the Chair. However, any dispute with respect to agenda items requested, but not placed on an agenda, by members of the Board or the Town Manager may be raised during “new business” within a Board meeting.

The Board Administrator, after consultation with the Chair, shall schedule a realistic time period for each appointment, interview, conference, or other scheduled item of business and shall confirm all appointments including time allotted. Further, the Chair, in consultation with the Board Administrator and the Town Manager, shall decide the meeting date on which any given agenda item shall appear.

### **C-2. Timing**

All items, including background and reference materials for a regular meeting agenda must be submitted to the Office of the Select Board by twelve noon on the Wednesday preceding the meeting so an agenda may be posted in a timely fashion.

Items of emergency or strictly routine nature that develop after closing of the agenda may be considered under “new business.” However, persons seeking action or approval from the Board such as license and permit applicants are advised that the Select Board will not ordinarily place untimely requests on the agenda due to lack of diligence by such applicants.

Moreover, to the extent feasible, the Office of the Select Board shall provide a revised agenda enumerating emergency or other authorized items added after the closing of the agenda, in advance of the meeting.

### **C-3. Format and Content**

Agenda items will appear in a Board approved format. See Sample Agenda attached in Appendix Section A-3. An agenda item should be followed by the name of the person or board or committee requesting the item to be placed on the agenda.

### **C-4. Release and Distribution of Agenda Materials**

For regular meetings the complete agenda with supporting materials (unless unavailable) shall be available to the public and the press at the Select Board's Office or on the website no later than noon Friday before the meeting date and shall be posted on the Town's website that same day. Similarly, the official weekly agenda will be available to the Select Board, the Town Manager, and Town Counsel on Thursday evening. All supporting materials (unless unavailable) including copies of the minutes and all important correspondence, reports and other pertinent background materials shall be electronically accessible to the Members of the Board, the Town Manager, and Town Counsel with the agenda.

The special meetings of the Board shall conform insofar as practical to the agenda for the regular Monday meetings. Distribution shall be as outlined above to the extent possible.

Additional copies of the agenda shall be available in sufficient quantity to distribute to those requesting a copy and to the people in attendance at the meetings.

### **C-5. Notification of Interested Parties**

The Office of the Select Board shall notify persons who are directly involved in the issues to be discussed by the Board.

## **D. Meeting and Hearing Procedures**

Meetings are to be conducted in accordance with generally accepted rules of parliamentary procedure. It is the Board's practice that application of such procedure be on a relatively informal basis, due to the size of the group and the desirability of flexibility in the expression of opinion. Robert's Rule of Order is used as a guide in matters requiring clarification or definition.

A quorum shall consist of three members of the Board. As a practical courtesy, action on critical or controversial matters, the adoption of policies or the making of critical appointments shall be taken whenever practicable only when the full Board is in attendance.

Actions and decisions shall be by motion, second and vote. Split vote will be identified by name. When only three members of the Board are present or in the case of nominations, no second will be required prior to Board action.

#### **D-1. Remote Participation**

The Board approves the use of remote participation by Members of the Board within the bounds allowed by the Open Meeting Law. All votes taken when any Board member participates remotely shall be conducted by roll call vote.

#### **E. Citizen Participation at Select Board Meetings**

Unless directly involved in a public agenda item or within a hearing, citizens may only participate at a regular Board meeting at the discretion of the Chair, or upon request of any member of the Board.

A Public Comment or “Citizens Open Forum” period will be scheduled at each meeting to hear concerns of the general public (some exclusions may apply). Citizens are welcome to raise new issues for future board agendas, identify community problems, and comment on past, present or future board agendas.

The issues raised will not typically be debated at such time.

Further Citizen’s Open Forum shall be conducted under the following rules:

1. Persons wishing to participate in Citizens Open Forum should sign up to speak on an appropriate Forum List prior to the commencement of the meeting and will generally be recognized in order;
2. There will be no vote or other actions by Board members based on Forum public comments;
3. Each speaker may speak only once for a maximum of three (3) minutes;
4. As noted by the Attorney General’s Office, each speaker must first be recognized by the Chair before speaking;
5. Before speaking participants should state their name, address, and if known, precinct; and
6. All speakers will adhere to our commonly agreed upon standard of civility, specifically:
  - a) treat others with respect;
  - b) avoid personalities, refraining from disparaging remarks about any person or group, including employees; and

- c) refrain from any conduct which substantively disrupts the Board's ability to conduct business.

Additionally, members of the public may present the Board with materials in support of their comments. However, presentation of audiovisual materials will only be allowed at the discretion of the Chair and must be provided to the Office of the Select Board by twelve noon on the Wednesday prior to the meeting.

### **E-1. Public Recording of Meetings**

Select Board Meetings are broadcast and recorded by Arlington Community Media, Inc., which provides members of the public free access to such recordings. However, audio and video recordings of meetings by members of the public are permitted under State Law so long as such recording does not interfere with the conduct of the meeting. By law, the Chair must be notified by any member of the public of their intention to record a meeting before the meeting commences. The Chair shall announce any such personal recordings as proscribed by law.

### **F. Executive Session**

If practicable, Executive Sessions, other than a few minutes in duration, will be scheduled only at the end of the Open Meeting. Only items clearly allowed under the Open Meeting Law shall be included in Executive Session. An Executive Session shall not be held unless the Board has first convened in Open Session for which notice has been given. However, nothing herein shall restrict the Board from entering Executive Session at any time for any lawful purpose not previously reasonably anticipated by the Chair. A majority of the members must vote to go into Executive Session and the vote of each member must be by roll call recorded in the minutes. The mover must specify in the Open Meeting the grounds on which Executive Session is sought. Before the Executive Session, the Chair must state whether or not the Board will reconvene in Open Session.

- Executive Session Votes

All votes taken in Executive Session shall be recorded roll call votes made part of the records of the Executive Session.

- Executive Session Records

The Board must maintain accurate records of both Open Meetings and Executive Sessions. At a minimum, the records must set forth "the date, time, place, members present or absent and action taken." Executive Session records shall remain confidential only "so long as the publication may defeat the lawful purpose of the Executive Session, but no longer." Thereafter they shall be open to the public. As such, the Board should periodically review its executive session minutes every three (3) months and vote to maintain confidentiality or release such records for public review following recommendations by Town Counsel.

## **G. Minutes**

The Board Administrator shall draft minutes and shall distribute such minutes to the Board. Minutes are circulated to the Board on or before any Friday preceding a regular meeting for approval at such next regular meeting of the Board.

On request of any Board Member, approval of minutes submitted shall be postponed for one week to enable such Board Member to propose and circulate proposed amendments. Proposed amendments must be circulated to each member not later than the Friday preceding the meeting at which approval is sought.

Minor typographical corrections may be made with respect to minutes otherwise in order for approval, without advance circulation of such corrections or Board approval.

Minutes shall contain a statement of all actions taken by the Board and of the disposition of all proposals for action. Discussions preceding action need not be detailed in the minutes.

Approved minutes shall be recorded and filed consistent with Town Bylaws and Massachusetts Public Records Laws. Minutes of executive sessions shall be separately kept and recorded in accordance with the above procedures.

## **H. Electronic Communications**

Electronic communications provide a powerful and efficient resource for Board Members' communication. However, e-mail also poses risks of both perceived and actual Open Meeting Law violations. Accordingly, in keeping with the best current practices in government transparency and Open Meeting Law compliance, Select Board Members should endeavor to:

- Refrain from any electronic communication exchanges between a quorum of members of the Board regarding Town business;
- Limit electronic communication exchanges between any members to discussion of procedural items regarding agendas and scheduling, etc.; and
- Refrain from debating policy or conveying opinions on matters before the Board via electronic communication among members of the Board whether or not among a quorum of members.

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Town Meeting is the historic form of government for towns throughout the Commonwealth. Arlington has adopted a “representative” form of town meeting pursuant to G.L. c. 43A, in which 252 elected citizens of the Town from 21 precincts serve as Arlington’s legislative body. The Select Board serves many important functions in the Town Meeting process – opening the warrant, holding substantive hearings on proposed warrant articles to be considered at Town Meeting, and ultimately participating in Town Meeting to present the Board’s recommendations.

### **A. The Warrant**

For the Annual Town Meeting, the meeting cycle begins in December with the opening of the “Town Warrant,” which is the instrument for calling a Town Meeting and must contain a list of all items to be acted upon at Town Meeting with reasonable specificity. Pursuant to Title I, Article 1 §2 of the Town Bylaws, the Town Warrant for annual meetings opens no later than the first week of December, and closes no earlier than the last Friday of the following January. The Board must post due notice of the opening and the closing of the Warrant consistent with the laws of the Commonwealth and the Town Bylaws. Further, all articles to be included are managed by the Select Board. Hence each article, regardless of its proponent must be submitted in writing and electronically to the Office of the Select Board before the closing of the Warrant. There are three means by which articles may be submitted:

1. The Select Board places an article on the Warrant by vote.
2. The Town Manager, an official Town board, commission, committee, or department head requests placement of an article on the Warrant. These requests are honored as a courtesy and do not reflect the Board’s position on the article itself.
3. Ten Registered Voters submit an article by petition. Registered voters are required to sign the petition by hand and each signature must be accompanied by an address.

Citizen proponents of warrant articles should, as a precaution, obtain more than ten signatures of registered voters supporting their petition. Further, citizens are strongly encouraged to contact Town Counsel in a timely fashion in order to ensure their proposed articles seek action within Town Meeting’s authority, are provided to appropriate Town bodies for hearings, and are in best practicable form.

Following the closing of the Warrant in January, the Select Board arranges the format and order of the Warrant articles. The Board may receive input from other Town bodies and officials, but ultimate discretion remains vested with the Select Board.

As a final note, some articles placed on the Warrant under the Select Board's jurisdiction may require extra considerations, such as notice to owners of real property in instances of eminent domain takings. In such instances, the Office of the Select Board is charged with providing notice or taking other extra measures as may be required.

## **B. Warrant Hearings & Report of the Select Board**

After the close of the Warrant, the Select Board conducts hearings on warrant articles within their jurisdiction. Matters within the Board's jurisdiction are generally any article not subject to review by the Finance Committee (articles seeking appropriations of funds) or the Arlington Redevelopment Board (zoning articles).

Board Warrant Article Hearings may be conducted as a part of regular meetings of the Select Board, or as special meetings, but generally follow the same procedures and rules set forth in Chapter 5.

The objective of Board Warrant Article Hearings is to develop recommendations of the Board on each article before it by majority vote, to be set forth with the comments in the Report of the Select Board in advance of Town Meeting. Proponents of articles under the Board's jurisdiction should attend and be prepared to present arguments in favor of their article at the appointed hearing. Failure to present at the Board Warrant Article Hearing deprives the Board and the Town the opportunity to fully examine and debate the issues to be advanced by the proposed article. As such, absent good cause shown, the Board will not recommend positive action on any article which fails to be presented at its appointed Board Warrant Article Hearing regardless of the substance of such articles.

Where the Board supports taking some action contemplated by an article, regardless of how it appears before the Board, the Select Board, with assistance of Town Counsel, shall develop a motion for Town Meeting to take a specific action. Where the Board opposes an article, it will recommend a vote of "no action" to Town Meeting in its report. While respecting Town Meeting's prerogative, the Board especially urges the Moderator and Town Meeting Members to procedurally and substantively support "no action" recommendations in such instances where article proponents fail to present at the appropriate Board Warrant Article Hearing and thus leave the details of their proposal to be presented for the first time on Town Meeting floor.

## **C. Town Elections**

Generally held on the first Saturday of April, the Town Election is called by the Select Board, and serves to elect Town officers including Town Meeting Members, as well as place appropriate ballot questions to the voters. See Town Bylaws, Title I, Article 1, §1. Town Elections are technically part of the Annual Town Meeting, but no other substantive business, such as actions on warrant articles are taken at such time as Town Meeting Members have yet to be determined until polls are closed and votes counted.

Both polling hours and locations are designated by the Select Board. Polling has generally opened at 8:00 a.m. and closed at 8:00 p.m.

Election officers working the polls are appointed in accordance with G.L. c. 54 §12 and include the following for each precinct:



- Warden
- Clerk
- Inspectors
- Tellers (known as “reliefs”)

#### **D. Town Meeting**

The legislative business of Town Meeting is convened at a time and place designated by the Select Board, usually on the fourth Monday in April for consideration of all articles in the Warrant, except election. See Town Bylaws, Title I, Art. 1 §1.

Town Meeting has been historically held at Town Hall, starting at 8:00 p.m. with adjourned meetings held on the following Wednesdays and Mondays, or as otherwise voted by Town Meeting, until the conclusion of all business.

The Town Moderator calls Town Meeting to order, and generally presides over Town Meeting. The Chair of the Select Board is the spokesperson for the Board at Town Meeting and presents the Board’s positions as voted in the majority and codified in the Report of the Board of Select Board. The Chair may however designate any other member of the Board to speak on the Select Board's behalf, and it is the position of the Board that individual Board members should have the privilege to be recognized by the Moderator at Town Meeting regardless of their status as Town Meeting members.

Further information on the conduct of Town Meeting may be found throughout Town Bylaws, Title I, Article 1.

#### **E. Special Town Meeting**

Special Town Meetings are those meetings of the Town’s legislative body outside of the schedule and cycle for the Annual Town Meeting. A Special Town Meeting may be called at the discretion of the Select Board and the call is also issued by a Special Town Meeting Warrant.

A Special Town Meeting must be called by the Select Board upon petition of 200 registered voters within forty-five (45) days of receipt of said petition.

The Warrant for a Special Town Meeting must be posted for notice in accordance with all legal requirements. The time and place of the meeting is determined by the Select Board. The Warrant is also usually kept open for one business day.

Finally, it should be noted that for any Special Town Meeting, articles by citizen petition must be submitted with the signatures and addresses of one hundred (100) registered voters rather than the ten (10) required for the Annual Town Meeting. However, in nearly all other respects, Special Town Meeting functions with the same procedures as the regular Annual Town Meeting.

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Detailed license and permit policies and requirements are set forth in the Select Board's License & Permit Policy Manual, available in the Select Board's Office. The following licenses and permits are approved by the Board:

#### LICENSES

All Alcohol Package Store License (6)

All Alcohol Restaurant License (20)

Wine & Malt Beverages Only License (18)

All Alcohol Club License (7)

Special Alcohol License (varies)

Theatre License (2)

Automatic Amusement License (4)

Cable Television License (3)

Contractor Drainlayer License (70)

Common Victualler License (71)

Food Vendor License – Take Out Only (25)

Fortune Teller License (0)

Class I Auto Dealer License (new cars) (3)

Class II Auto Dealer License (used cars) (17)

Class II Auctioneer License (4)

Lodging House/Inn Holder License (5)

Public Entertainment License (10)

Secondhand Dealer License (1)

Taxi Cab License (21)

***\*No more licenses available at this time***

#### PERMITS

Awning/Sign Permit (12)

Block Party Permit (varies)

Café/Outside Seating Permit (12)

Parking Exception Permit (varies)

Street Performance/Special Event Permit (varies)

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The Select Board serves as the Local Licensing Authority (“LLA”) under state law and Alcohol Beverages Control Commission (“ABCC”) regulations, and is authorized by special legislation to issue the following types of non-transferable alcohol licenses:

- Restaurant Liquor Licenses, which permit service of alcoholic beverages on site within food-serving (Com Vic) licensed Arlington establishments:
  - 20 “All Alcohol Licenses,” in restaurants with fifty (50) or more seats (15/20 issued); and
  - Unlimited “Wine & Malt Only” Licenses (18 issued);
- 6 Package Store Licenses for all alcohol, which permit the operation of liquor stores in Arlington (5/6 issued);
- One Day/Special Licenses (both “All Alcohol” and “Wine & Malt Only”) which are generally for special, limited-time events;
- Theatre Licenses (Wine & Malt Only) for private premises with a minimum of 100 seat capacity, which permit beer and wine in Arlington theatres (2 issued);
- “All Alcohol” Clubs Licenses, which permit alcohol service at Arlington clubs (7 issued); and
- Farmers Market (“Wine & Malt Only”) Licenses, which permit the sale and limited sample pouring for approved agricultural events such as appropriate farmers markets (2 issued).

For each of the above-listed licenses, there is a separate application process and detailed policy set forth in the Select Board’s License & Permit Manual. However the following general policies and guidelines apply to all alcohol licenses in Arlington.

#### **A. General Statement of Policy**

The Board also intends that all service and consumption of alcohol in the Town of Arlington be done responsibly and in conformance with all legal requirements. In service of these goals, as previously noted, licenses will be issued under the Policies, Rules, and Regulations specific to each type of license as set forth in the License & Permit Manual.

## **B. Timing & ABCC Approvals**

As a general matter, interested parties should begin the process of applying for any alcohol license with obtaining the appropriate application forms from the ABCC available at: [WWW.MASS.GOV/ABCC](http://WWW.MASS.GOV/ABCC)

The Office of the Select Board will assist applicants to the extent feasible, but a *fully completed package must be received* in order for any license application to be placed on the Board's Agenda. Applicants should allow *8-12 weeks* from the submission of a complete package for the Board to process and approve any license, and for the ABCC to confirm same. Applicants are reminded that a Select Board-approved license is not valid until the ABCC confirms same.

## **C. Safeguards & Penalties**

Applicants and license holders are encouraged to train staff in alcohol service safety programs. Applicants who certify that they have received such training may be eligible for a discounted license fee.

Violations of laws, regulations or Board policies regarding alcohol licenses may result in suspension, revocation, or denials of future licenses by the Select Board, the ABCC, or both, as well as other civil or criminal penalties where appropriate.

## **D. Changes to Licenses**

License-holders are required to update their license with the Board and the ABCC. Questions about changes to licenses should be directed to the Office of the Select Board.

## **E. Alcohol Policy Changes**

Persons seeking any change to alcohol policies should contact the Office of the Select Board and Town Counsel.

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The Select Board serves as the primary regulatory authority over streets throughout Arlington, including establishing Traffic Rules and Orders, regulating all public parking, and serving as the custodian of public ways, sidewalks and their appurtenant fixtures, such as islands, benches, and streetlight poles.

#### **A. Public Ways**

Public Ways are those streets in Arlington which were laid out and accepted by the Board of Survey or other appropriate authority. The Select Board no longer acts as the Board of Survey, but maintain a wide range of responsibilities relative to traffic rules, parking, permits, licenses, approvals, and enforcement of regulations on the use and maintenance of public ways. See e.g., G.L. c. 40 sec. 22 (Traffic Rules and Orders), Title III of the Town ByLaws (Public & Private Ways). These duties and responsibilities include, but are not limited to:

- Promulgating Traffic Rules and Orders;
- Establishing parking policies and regulations;
- Permitting uses of Public Ways such as outdoor seating for cafes and restaurants, street performances, posting of temporary notices/signage;
- Setting and enforcing waste and snow removal responsibilities; and
- Setting and enforcing Minuteman Bikeway hours in Arlington.

##### **A-1. Traffic Rules & Orders, Parking, and Advisory Committees**

It is the policy of this Board to establish Traffic Rules and Orders, which manage the wide range of traffic, transportation, and parking concerns and perspectives in Arlington, principally to ensure public safety and accessibility, but also to reasonably balance other important, (and sometimes competing) community goals.

To this end, the Select Board will continue to be responsive to resident input, but also employ the expertise of the Parking Committee and Transportation Advisory Committee to carefully study and make recommendations on appropriate issues.

Traffic Rules & Orders and the Board's Parking Policies and Regulations may be found on the Town's website or through the Select Board's Office.

##### **A-2. Use of Public Ways and Fixtures for Publicity & Promotion**

As the custodian of public ways and certain fixtures, such as streetlight poles, the Board permits temporary posting or installation of notices, signs, or banners to publicize upcoming events or to

designate or promote the unique commercial, historic, or cultural character or status of an area or district within the Town.

Interested parties should contact the Select Board's Office for further information and ensure that notices, signs, or banners posted on any Town-owned fixture or property comply with all relevant Zoning and Town Bylaws as well as other policies of this Board.

## **B. Private Ways**

So called "private ways" primarily consist of streets which were laid out by a public authority but never accepted as a public way.<sup>2</sup> Abutting landowners have shared property interests in private ways and the general responsibility to maintain them, but must allow the public a right of access over such ways.

### **B-1. Betterments**

Pursuant to G.L. c. 40 § 6N, the Town has adopted a bylaw by which abutters may petition the Select Board for repairs to private ways (Title III, Art. 3), commonly known as "betterments." Interested residents should contact the Select Board's Office for a betterment packet detailing the process, costs, and limitations of betterment orders.

## **C. Public Utilities**

In its capacity as Arlington's Board of Public Works and Water and Sewer Commissioners, the Select Board hears requests by public utilities for permissions to access and excavate the streets for appropriate purposes, as well as overseeing other important public utility matters such as removal of double utility poles in Arlington. This Board understands and appreciates the needs of utilities to maintain and upgrade their infrastructure, as well as to respond to emergencies for the safety and service benefit of Town residents. However, we strongly encourage public utility representatives to coordinate projects and information both within their own parent companies (for instance, to be prepared to address a broad range of questions and concerns when before the Board), and with the Department of Public Works' regarding their roadway improvement projects in the interests of maximizing the Town's investment in roadway infrastructure and minimizing disruptions to residents.

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<sup>2</sup> The majority of "private ways" in Arlington are more precisely defined as "statutory private ways," and distinct from the less common "true private ways," which were never laid out by a public authority.



# Appendix Section A-1

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## **BOARD ADMINISTRATOR**

### **Definition**

Administrative and professional work assisting the Select Board to discharge the duties of the office; all other related work, as required.

### **Supervision**

Works under the administrative direction of the Chairperson of the Select Board, in accordance with general instructions and requiring the ability to plan and perform duties independently.

Performs a variety of administrative and professional duties, requiring a thorough knowledge of town operations and the exercise of considerable judgment and initiative in responding to inquiries, particularly in situations not clearly defined by precedent or established procedures.

### **Supervisory Responsibilities**

Supervises two full-time employees.

### **Work Environment**

Work is performed under typical office conditions; work environment is moderately quiet. Employee is frequently required to work outside of normal schedule. Work fluctuates as a result of Town Meetings, town elections, Town Day and other events; however, these variations in work can generally be scheduled.

The employee operates standard office equipment.

Duties are primarily devoted to public contact; employee has frequent contact with the general public, Select Board, Town Manager, other town departments, and various local organizations. Contacts require courtesy and discretion; contact is in person, by telephone, and in writing.

The employee has access to town-wide confidential information, such as personnel records, law suits, and criminal investigations.

Errors could result in significant delay or loss of services, adverse public relations, legal repercussions and monetary loss.

### **Essential Duties and Responsibilities**

*The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.*

Prepares agendas and information packets for the Select Board; prepares the minutes for meetings of the Select Board, ensuring accuracy and that minutes reflect the true nature of issues discussed.

Prepares the Annual Town Meeting Warrant; provides draft copies of the warrant to Town Meeting members, as well as hearing schedules; prepares the Select Board's Report to the Town Meeting, which records votes of the Select Board on each warrant article; ensures that the report is distributed to Town Meeting members.

Keeps the Select Board informed concerning the daily operations of the town, by discussing matters by telephone, sending e-mails and routing copies of letters to members of the Board; sets up hearings; responds to specific information requests of the Board.

Investigates and follows up on complaints and concerns which have come into the Select Board's office; monitors spending of the office; oversees the operations of the office; maintains liaison with the Office of Town Manager.

Coordinates requirements and procedures relating to public hearings and licensing matters which are under the jurisdiction of the Select Board.

Supervises and advises staff on handling issues and assists staff to ensure duties are effectively performed.

Attends meetings of the Select Board and follows up on the directives of the Select Board.

Performs other similar or related duties, as required or as situation dictates.

### **Recommended Minimum Qualifications**

#### **Education and Experience**

Bachelor's Degree in a related field; three to five years of public administration experience; municipal experience desirable; experience dealing with the public strongly preferred; or an equivalent combination of education and experience.

#### **Knowledge, Ability and Skill**

Thorough knowledge of municipal and state government and office practices and procedures. Knowledge of the political context of local government.

Ability to interact tactfully and appropriately with the general public and town departments. Ability to work effectively under time constraints to meet deadlines. Ability to be diplomatic and recognize the sensitivity of issues. Ability to establish priorities and recognize potential problems and sensitive matters.

Skill in the use of computer applications, including word processing and spreadsheets. Skill in organizing information and statistical records. Supervisory skills. Interpersonal skills.

### **Physical Requirements**

Minimal physical effort is required to perform duties under typical office conditions. The employee is frequently required to sit, speak and hear. Vision requirements include the ability to read routine and complex documents and use a computer.

## **OFFICE MANAGER – Select Board**

### **Definition**

Administrative, supervisory, financial and customer service work assisting the Board Administrator to discharge the functions of the office; all other related work, as required.

### **Supervision**

Works under the general direction of the Board Administrator. Works independently, generally setting own daily work plan to achieve defined objectives; refers unusual cases to the supervisor. Acts as the department head in his/her absence.

Performs a variety of responsible administrative and financial work, requiring judgment and initiative, and the ability to interpret guidelines, procedures, and policies and carry out assignments independently. Exercises considerable judgment in responding to citizen complaints, inquiries from the general public and managing workload and assignments.

### **Supervisory Responsibilities**

Supervises up to 2 full time employees as well as multiple volunteers associated with special events.

### **Work Environment**

Performs work under typical office conditions with frequent interruptions; works outside of normal business hours multiple times per month. The volume of work is subject to seasonal and other fluctuations such as special events, license renewal deadlines, elections, and preparation for meetings of the Select Board.

The employee operates standard office equipment.

Performance of duties requires interaction with local and state elected and appointed officials, other town departments, such as Town Clerk, Assessors, Planning Department, Police and Fire Departments and inspection departments and others, as well as outside agencies; responds to inquiries in person, by telephone, e-mail, and mail.

The employee has frequent contact with agitated and occasionally hostile residents or business contacts as well as persons for whom English is second language.

The employee has access to department-related confidential information including personnel records, legal proceedings, criminal history records, executive session minutes and other confidential matters under the purview of the Select Board.

### **Essential Duties and Responsibilities**

*The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.*

Administers the day to day operation of the Office of the Select Board; provides administrative backup and support to the Board Administrator and serves the lead role in all licensing functions under the purview of the Board. Coordinates hearings, supporting materials and notification of abutters.

Coordinates and administers all liquor licenses and applications. Reviews applications to ensure compliance with state standards. Regularly attends trainings by the state ABCC (Alcohol and Beverage Control Commission). Coordinates and administers Common Victualler License applications. Advises applicants and oversees the internal inspections process with other town departments. Notifies abutters and arranges hearings before the Board.

Develops policies and procedures for the administration of licensing and office operations. Distributes policies and posts on the town's website. Updates Select Board's handbook as necessary.

Prepares weekly payrolls and the accounting of personnel records relating to sick time, personal time, vacation, etc; ensures compliance with town and office policies and procedures.

Purchases all necessary office supplies and handles all financial matters related to the administration of the office and/or delegates and reviews work performed in this area.

Composes a variety of correspondence on behalf of the Board, maintains files of correspondence; acts as a liaison with Town officials, boards and commissions.

Supports the Board Administrator in the preparation of the Town Meeting Warrant and agendas for Select Board Meetings. Assists in gathering and preparing related materials for meetings.

Coordinates all requests for information/action which by mail, email by telephone, or in person; responds to routine requests and where, necessary, refers requests to the appropriate staff and/or Department of the Town. Follows up on all information/action requests to ensure compliance. Brings unresolved or non-routine requests to the attention of the Board Administrator.

Performs similar or related work as directed, required, or as the situation dictates.

## **Recommended Minimum Qualifications**

### **Education and Experience**

Associate's Degree in business or management; Bachelor's Degree preferred; five years of administrative experience; customer service and supervisory experience; or an equivalent combination of education and experience.

### **Knowledge, Ability and Skill**

Thorough knowledge of office administration, practices and procedures. Knowledge of department operations. Knowledge of accounting, billing and budgeting procedures.

Ability to organize time, work independently and accomplish tasks, despite frequent interruptions. Ability to prioritize work assignments. Ability to coordinate office and staff functions. Ability to establish and maintain effective working relationships with the public. Ability to record and maintain financial records. Ability to communicate effectively verbally and in writing. Ability to assess situations and react promptly.

Ability to adapt to changing demands and provide support to fellow staff in stressful conditions.

Excellent computer skills. Supervisory skills. Good communication and organizational skills.

**Physical Requirements**

Minimal physical effort is required to perform duties under typical office conditions. The employee is frequently required to sit, speak, hear and use hands to operate equipment. Vision requirements include the ability to read routine and complex documents and use a computer.

*This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.*



## **ADMINISTRATIVE ASSISTANT - SELECT BOARD**

### **Definition**

Responsible administrative, supervisory and customer service work, supporting the operations of the Select Board; all other related work, as required.

### **Supervision**

Works under the general supervision of the Board Administrator, in accordance with established methods and procedures.

Works independently to perform a variety of duties following specialized rules and procedures; limited issues requiring clarification are referred to the supervisor.

### **Work Environment**

Performs work under typical office conditions. The volume of work is subject to cyclic fluctuations as a result of special events, license renewal deadlines, elections, and preparation for meetings of the Select Board.

The employee operates standard office equipment.

Performance of duties requires interaction with other town departments, such as Town Clerk, Assessors, Planning Department, Police and Fire Departments and inspection departments and others, as well as outside agencies; responds to inquiries in person, by telephone, e-mail, and mail.

The employee has frequent contact with agitated and occasionally hostile residents or business contacts.

The employee has access to executive session minutes and criminal investigations.

Errors could result in delay of service or monetary loss or legal repercussions.

### **Essential Duties and Responsibilities**

*The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.*

Organizes the agenda and reference materials for Select Board's meetings; uploads meeting content into digital software system; contacts town departments and communicates with individuals pertinent to agendas (residents, utilities, businesses); composes letters and reports; files and performs other administrative functions.

Undertakes follow-up of agenda items, as required, such as preparing letters of appointment and reappointment to boards and commissions, issuance of contract/drain layer licenses, and letters to utility companies approving or disapproving petitions.

Provides administrative support to comply with Public Record Requests and Open Meeting Law requirements; posts agendas, meeting notices and minutes for the Select Board and subcommittees, answers telephones and greets visitors; answers questions and directs persons to proper offices and departments; participates in other programs organized and delivered by the Select Board. Responds to departmental inquiries made through the Town's Request/Answer Center.

Develops and maintains a database of guidelines and procedures and frequently asked questions for use by staff in the office of the Select Board.

Daily photocopies and scans in-coming correspondence for Select Board's packets; maintains filing system; prepares town meeting book with warrant articles; serves as primary contact for election workers, notifies precinct workers by correspondence and telephone regarding elections and recruits precinct workers, as necessary.

Oversees and administers payroll of election workers. Supports the preparation of town election warrants; ensures proper posting in conformance with Town Bylaws.

Prepares the Select Boards Proclamations. Processes one-day liquor licenses in coordination with Community Safety.

*Assists with special projects and events sponsored by the Select Board.*

*Assists in coordinating Town Day; performs a variety of tasks associated with Town Day.*

Performs similar or related work as directed, required, or as situation dictates.

### **Recommended Minimum Qualifications**

#### **Education and Experience**

Associates Degree; advanced training in administrative skills; two to three years of office experience; or an equivalent combination of education and experience.

#### **Knowledge, Ability and Skill**

Knowledge of office practices and procedures and municipal government.

Ability to work independently, organize time and accomplish tasks with accuracy and attention to detail. Ability to maintain records. Ability to communicate effectively verbally and in writing. Ability to organize administrative projects. Ability to work with frequent interruptions while maintaining a strong attention to detail.

Excellent computer skills, including word processing and spreadsheets. Communication and organizational skills.

### **Physical Requirements**

Minimal physical effort is required to perform duties under typical office conditions. The employee is frequently required to sit, speak, hear, and use hands to operate equipment. Vision requirements include the ability to read routine and complex documents and use a computer.



## **PRINCIPAL CLERK - SELECT BOARD**

### **Definition**

Responsible administrative and office duties, supporting the operations of the Select Board; all other related work, as required.

### **Supervision**

Works under the general supervision of the Board Administrator, in accordance with established methods and procedures.

Works independently to perform a variety of duties following specialized rules and procedures; issues requiring clarification are referred to the supervisor.

### **Work Environment**

Performs work under typical office conditions. The volume of work is subject to cyclic fluctuations as a result of special events, license renewal deadlines, elections, and preparation for meetings of the Select Board.

The employee operates standard office equipment.

Performance of duties requires interaction with other town departments, such as Town Clerk, Assessors, Planning Department, Police and Fire Departments and inspection departments and others, as well as outside agencies; responds to inquiries in person, by telephone, e-mail, and mail.

The employee has access to executive session minutes and criminal investigations.

Errors could result in delay of service or monetary loss or legal repercussions.

### **Essential Duties and Responsibilities**

*The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.*

Assists in organizing the agenda and reference materials for the Select Board's meetings; uploads meeting content into digital software system; contacts town departments and communicates with individuals pertinent to agendas (residents, utilities, businesses); composes letters and reports; files and performs other administrative functions.

Undertakes follow-up of agenda items, as required, such as preparing letters of appointment and reappointment to boards and commissions, issuance of contract/drain layer licenses, and letters to utility companies approving or disapproving petitions.

Provides administrative support to comply with Public Record Requests and Open Meeting Law requirements; posts agendas, meeting notices and minutes for the Select Board and subcommittees.

Answers telephones and greets visitors; answers questions and directs persons to proper offices and departments; participates in other programs organized and delivered by the Select Board.

Develops and maintains a database of guidelines and procedures and frequently asked questions for use by staff in the office of the Select Board.

Performs department deposits in conformance with Treasurer guidelines.

Processes in-coming mail for Select Board's packets; maintains electronic and hardcopy filing system; prepares town meeting book with warrant articles; notifies precinct workers by correspondence and telephone regarding elections and recruits precinct workers, as necessary.

*Assists in coordinating Town Day; performs a variety of tasks associated with Town Day including electronic applications and spreadsheets.*

*Performs similar or related work as directed, required, or as situation dictates.*

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## **Recommended Minimum Qualifications**

### **Education and Experience**

High school diploma; advanced training in secretarial skills; two to three years of office experience; or an equivalent combination of education and experience.

### **Knowledge, Ability and Skill**

Knowledge of office practices and procedures and municipal government.

Ability to work independently, organize time and accomplish tasks with accuracy and attention to detail. Ability to maintain records. Ability to communicate effectively verbally and in writing. Ability to organize administrative projects.

Excellent computer skills, including word processing and spreadsheets. Communication and organizational skills. Familiarity with MUNIS desirable.

### **Physical Requirements**

Minimal physical effort is required to perform duties under typical office conditions. The employee is frequently required to sit, speak, hear, and use hands to operate equipment. Vision requirements include the ability to read routine and complex documents and use a computer.

*This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.*

## **PRINCIPAL CLERK AND SECRETARY - ZONING BOARD OF APPEALS**

### **Definition**

Skilled administrative and secretarial work supporting the operations and activities of the Zoning Board of appeals and the Inspections Division; all other related work, as required.

### **Supervision**

Works under general supervision, in accordance with established methods and procedures.

Performs a variety of responsible duties pertaining to an extensive body of specialized rules, regulations and procedures, unusual situations are referred to the supervisor.

### **Work Environment**

Performs work under typical office conditions. The volume of work is subject to seasonal fluctuations; attends two evening meetings per month.

The employee operates standard office equipment.

Performance of duties requires regular interaction with the public and town departments, in person and by telephone.

Administrative errors could result in legal repercussions.

### **Essential Duties and Responsibilities**

*The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.*

Coordinates and schedules meetings of the Zoning Board of Appeals; contacts members to assure their attendance; provides all documentation necessary for the meetings.

Explains the hearing procedure to possible petitioners; answers questions of abutters and other interested parties.

Provides necessary information pertaining to upcoming hearings to other town departments, such as the planning department and town clerk, including legal notice, application, building plans and plot plans.

Develops lists of abutters from assessors' information and provides abutters with legal notices, by mail.

Sends and confirms receipt of legal notices to the newspaper.

Answers phone calls for the Inspections Division; provides responses or makes referrals, as appropriate.

Assists in providing general office support to the Building Department including answering phones, taking messages and assisting customers at the counter. Process payment of all bills for Zoning Board of Appeals and Inspections Division; maintains records.

Takes applications for building, plumbing, gas and wiring permits; issues permits, as appropriate.

## **Recommended Minimum Qualifications**

### **Education and Experience**

High school diploma; training in secretarial skills; two years of responsible administrative experience; or an equivalent combination of education and experience.

Valid Massachusetts Driver's license.

### **Knowledge, Ability and Skill**

Knowledge of office practices and procedures and department programs and operations.

Ability to work independently, organize time and accomplish tasks with accuracy and attention to detail. Ability to understand specialized laws and regulations. Ability to communicate effectively verbally (to speak clearly and be understood) and in writing with the public.

Excellent secretarial and computer skills, including Microsoft Office, MUNIS, and First Class Client. Ability to speak clearly and be understood; ability to explain rules and regulations to customers in courteous effective manner. Ability maintain and develop filing systems to allow for easy access to information.

### **Physical Requirements**

Duties are performed under typical office conditions. The employee is frequently required to sit, speak, hear, use hands to operate equipment, and lift boxes of records and permits weighing up to 30 pounds. Vision requirements include the ability to read routine documents and use a computer. Ability to quickly and efficiently travel from location to location within Town.

*This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.*

## **COMPTROLLER**

### **Definition**

The Comptroller has responsible fiscal and general management responsibilities developing and maintaining financial records and controlling cash flow of all town funds, preparing and reviewing budgetary materials, exercising budget control and serving as the municipal expert in the MUNIS accounting system; all other related work, as required.

### **Supervision**

Works under the administrative direction of the Select Board, in accordance with applicable Massachusetts General Laws, town bylaws and established standards. The incumbent will be expected to report to the Select Board upon request in regard to financial matters of the Town, including but not limited to, year to date budget reports, financial statements, and audit related documents. The incumbent will also be subject to an annual performance review by the Select Board.

Performs a variety of complex and highly responsible duties requiring extensive judgment and initiative in planning, organizing, and directing the town's finances, as well as ensuring that all municipal transactions conform to law and sound municipal accounting practice.

### **Supervisory Responsibilities**

Directly supervises full-time (currently four) employees, in addition to indirect supervision of full-time and part-time employees.

### **Work Environment**

Work is performed under typical office conditions; work environment is quiet. The workload is subject to seasonal fluctuations, as well as unplanned events. The employee is required to respond to equipment-related emergencies. The employee is frequently required to attend evening meetings and meetings outside of normal business hours.

The employee operates standard office equipment and computers.

The employee has contact with town employees, town meeting members, committee members and vendors and minimal contact with the general public. Contact is by primarily telephone or e-mail.

The employee has access to department-related confidential information, including personnel files, bid documents, law suits, criminal investigations and collective bargaining negotiations.

Errors could result in delay or loss of service, monetary loss, and legal repercussions.

### **Essential Duties and Responsibilities**

*The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.*

Works cooperatively with the Town Manager, Deputy Town Manager, School Chief Financial Officer, and other Town and School financial officials in the day to day management of Town and School finances.

Manages the daily operation of the Comptroller's office, including supervision of professional and administrative staff; disciplines and evaluates the performance of staff; provides training to staff to ensure maximum efficiency.

Reviews and approves bills, drafts, purchase orders and payroll to ensure proper calculations, correct appropriation charges in accordance with town meeting votes, and ensure against fraudulent, unlawful or excessive payments; verifies and draws warrants upon town treasury for payment.

Oversees and maintains a complete set of records of account appropriations, expenditures, revenues, assessments and abatements according to statutes, bylaws and regulations; maintains storage of documents in accordance with record retention laws; examines and retains custody of all town contractual agreements; maintains a register of surety bonds of indemnity turned over to the town and maintains debt management records; maintains current knowledge of all related laws and regulations.

Prepares and distributes recurrent or special reports to comply with administrative orders, federal and state grants, and similar requirements.

Coordinates the annual municipal audit.

Provides guidance to all town departments and agencies on operation procedures in financial management; briefs responsible officials on proper submittal of bills and invoices; provides town officials with periodic balances in appropriation and other accounts. Works closely with financial leadership of the Town in the Tax Recapitulation process including preparation of all appropriation and fund balance information.

Develops budget classification systems and provides assistance to department heads and other agencies in preparing annual budget requests and salary projections; provides assistance on proper budgetary controls, including furnishing current data.

In cooperation with other Town Departments manages all town/school telecommunications equipment to ensure reliable and up-to-date service. Works cooperatively with the Chief Information Officer in the investigation, development and transition to new telecommunications technologies.

Serves as an ex-officio member of the Contributory Retirement System Board.

Serves on the Capital Planning Committee and other committees as required.

Performs other similar or related duties, as required or as situation dictates.

## **Recommended Minimum Qualifications**

### **Education and Experience**

Bachelor's Degree in finance, accounting or a related field; five years of experience in municipal or governmental accounting and law, including supervisory experience; or an equivalent combination of education and experience. Ability to obtain and maintain status as a Certified Governmental Accountant.

### **Knowledge, Ability and Skill**

Thorough knowledge of municipal accounting principles and practices and budgetary functions; thorough knowledge of the organization and operation of town departments and of legal controls over municipal finance in the Commonwealth.

Ability to analyze and interpret financial data and to present findings clearly in written and oral form.

Ability to prepare and manage budgets. Ability to establish and maintain cooperative relationships with

subordinates, town officials and governmental representatives. Ability to work independently and exercise judgment.

Skill and accuracy in working with numbers and detail. Diagnostic and problem-solving skills. Excellent computer skills including, MUNIS, word processing, and spreadsheet applications; exceptional knowledge and expertise in municipal accounting systems including the ability to produce specific and generalized reports. Excellent organizational skills.

**Physical Requirements**

Minimal physical effort is required to perform duties under typical office conditions; the employee may be required to move files and computer equipment. The employee is frequently required to sit, speak and hear and use hands to operate equipment. Vision requirements include the ability to read routine and complex documents and use a computer.

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## **TOWN MANAGER POSITION, PROFILE STATEMENT/JOB DESCRIPTION**

The Town of Arlington is located six miles northwest of Boston and is home to approximately 42,000 residents living in a compact urban community of 5.5 square miles. Because of its proximity to Boston, Arlington residents are able to enjoy its diverse neighborhoods, active civic life, and good public transportation options. Arlington is bordered on the east by the cities of Cambridge and Somerville, on the north by the City of Medford and the Town of Winchester, on the west by the Town of Lexington and on the south by the Town of Belmont. Arlington is more affordable than many of its neighbors and thereby attracts residents who value its geographic location and quality-of-life.

The Town of Arlington was originally settled in 1635 as a village named Menotomy, meaning “swift running water.” In 1807, the name was changed to West Cambridge and renamed Arlington in 1867 in honor of the Civil War heroes buried in Arlington National Cemetery.

Arlington, which offers a diverse mix of residential settings and popular retail and entertainment options, has steadily evolved from a working-class community to a more affluent suburban town. Residents have a lot invested in the Town and come to expect good municipal services for a reasonable tax bill. The community has a strong history of supporting specific initiatives to improve the quality of these services. This support is evidenced by recent tax override initiatives to upgrade all the school facilities, and to maintain quality services.

### **Organizational Design and Governance**

Arlington is a full service community with an annual budget of \$120 million; it has approximately 400 town employees and 600 school employees. The non-partisan Select Board serves as the policy-making body of town government. The Select Board serves for three-year staggered terms. The next election is April 2012, at which two members are up for re-election. Since 1920, Arlington has been governed by a Representative Town Meeting, to which 252 individuals are now elected from the Town’s 21 precincts. Town Meeting Members serve three-year staggered terms. It is common for members to serve for many years. Town Meeting, which runs twice weekly for many weeks from April to June, is the Town’s legislative body.

Town Meeting is advised by an appointed 21-member Finance Committee. The Committee is Town Meeting’s independent advisor on budgets and appropriations. It also advises on a full range of legislative matters presented to the Town Meeting at either its Annual or Special sessions. Arlington voters elect the five-member Select Board, the Town Moderator, Town Clerk, Town Treasurer, Board of Assessors, School Committee, and Housing Authority.

In 1952, the Town adopted a Town Manager form of government, creating a chief executive officer who reports directly to the Select Board. The Select Board appoints the Town Manager and also the Comptroller, the Board’s Administrator, the Arts Council, Zoning Board of Appeals, Board of Registrars of Voters, Historic District Commissions, Arlington Preservation Fund, Fair Housing Advisory Committee, Public Memorial Committee, Cyrus Dallin Art Museum Board of Trustees, and Economic Development and Tourism Committee.

The Town Manager, in turn, appoints a range of staff and department heads including Town Counsel and the heads of all the major operating departments. Additionally the Manager, with the approval of the Select Board, appoints members of 14 boards and committees vesting in the Manager considerable influence in shaping the community and its priorities. Added to this mix of elected and appointed officials and decision-making processes is an active volunteer network. Any Town Manager must be skilled at navigating this complex organization. Successful leadership requires a strong personality, professional skills, resourcefulness, and adept political talents to work with independent elected officials, legislative processes and schedules, and influential citizen groups.

## **Challenges for the Town Manager**

As a Standard & Poor's AAA rated community, officials and residents have come to expect a well- managed municipal service operation. Since the imposition of Proposition 2 ½ in the early 1980s, Arlington has been disadvantaged by the state aid formulas which has necessitated annual increases in property taxes. This situation was ameliorated somewhat by the growth of the regional economy in the 90s, but now Arlington is facing significant problems as state aid has declined and local revenues have stagnated. Responding to, and managing in, this economic environment is the core responsibility of the Town Manager. The Town's structural deficit for the past six years and for the next three to five years has been addressed through a combination of two tax overrides (2005 and 2011), long range financial planning, tight budgets, health care reform measures, and productivity improvements. In 2012 the Town will be getting its employee and retiree health insurance through the Commonwealth's Group Insurance Commission (GIC). It will be the responsibility of the Manager to monitor successes and failures of that move and to report back to the Town leadership after each year's involvement.

Some of the more significant future challenges include:

### *Fiscal Challenges*

While the Town's fiscal position should be stable for the next three to five years, the Town's underlying structural deficit has not abated. Developing a more sustainable financial position through long-term revenue growth and more cost effective service delivery is the greatest challenge.

### *Economic Development*

In order to achieve long-term growth in sustainable revenues, a focus has to be placed on economic development. Providing leadership and guidance in a planning process that will promote appropriate business development so as to expand and diversify the Town's tax base is crucial. Arlington's tax base is 94% residential and only 6% commercial.

### *Public Infrastructure*

The Town has made a significant investment to upgrade its infrastructure, particularly its school buildings, but much more remains to be done. Aging buildings, such as the Community Safety Building, Central Fire Station, and High School, along with aging water and sewer systems, streets and sidewalks, and parks will all require substantial investments.

### *Employee/Union Relations*

The Town Manager is responsible for all municipal union negotiations. Given the Town's limited fiscal resources, and pension and health care ongoing costs and accrued liabilities, maintaining competitive salary schedules and positive employee relations is a challenge.

### *Management Team Development/Retention*

Over the last several years the Manager has hired several key department managers. The Manager needs to ensure that there are appropriate professional development opportunities for the entire management team. In addition, there will likely be several key management positions turning over within the next five years. The ability to recruit, lead, develop, and retain a cohesive management team is crucial. It is imperative that the Manager be committed to continuing Arlington's tradition of hiring on the basis of merit, utilizing fair and equitable hiring practices in all his appointments.

### *School-Town Relations*

School-Town relations may at times be strained by fiscal and policy concerns, however, as a community which values education it is important for the Town Manager to encourage strong professional and personal relations with school leaders and policy makers.

### *Transparency/Citizen Involvement*

The new Town Manager must encourage an open and transparent government to ensure a robust community debate. Mobilizing and involving citizens to assist in problem solving is an important mission for the Town Manager. The search for talented citizens to serve on board and commissions should be a continuous process. The Town Manager should seek citizen input and encourage Department Heads to likewise solicit input and feedback from the community.

### **The Ideal Candidate**

The Select Board seeks a Town Manager willing to commit to a tenure long enough to allow for the implementation of policies and procedures that will reshape the organization to the long-term fiscal realities facing the community. In seeking only its sixth Town Manager since 1952, Arlington is accustomed to long tenured leadership that provides stability, structure, and focus to the administration. Arlington requires an individual who is skilled in providing administrative leadership within a complex governance structure that includes a number of elected administrators, a large elected legislative body, an elected Select Board, and a professional staff that serves a well- educated and active electorate that has high expectations. The Board seeks a Town Manager who will stand firmly behind goals and objectives that improve the community during a tough financial period and additionally who has the ability to lead through a crisis such as a weather related state of emergency.

The following attributes are sought in the ideal candidate:

#### *Personal*

The new Town Manager must be a genuine team leader able to work with other Town officials in a participative municipal environment and have experience working in a community with a history of proven customer service to a demanding but supportive electorate. The New Town Manager should be the spokesperson and representative for the Select Board and administration to the community and the region. The successful candidate must be able to project the influence of the position and represent the Town in policy forums.

A creative goal oriented, but genuinely inclusive leader capable of exerting influence and direction in a manner that shares successes with the elected officials, professionals and volunteers. The successful candidate must lead by example and commitment, as well as by the real, or implied, power of the position. The candidate must support and live by the ICMA Code of Ethics and is able to promote strong ethical standards throughout the organization. The Town Manager must have the skills to engage a well educated citizenry. The Manager must be a well prepared advocate with desire and capability to work with the Town Meeting and citizen boards. The ideal candidate will have the technical, human relations and political skills to advance the best agenda for the community.

#### *Professional*

A proven municipal administrator with considerable leadership skills and appropriate education. The ideal candidate will have at least a bachelor's degree, but preference is given to a master's degree in public administration or a closely related field. A minimum of three-years experience in municipal management is required. A solid record of professional development and training is required. Knowledge of relevant state and federal laws is expected.

The successful candidate must be a well-rounded and a technologically savvy administrator with a track record of managing complex customer service organizations within constrained finance resources.

Financial management skills are vital to this position. Municipal planning, labor relations and representational skills are also strengths important to this position. Strong working knowledge of financial management systems and technology, in general, is required.

The successful candidate must be a communicator with a proven track record of informing the elected leadership of critical policy and service initiatives. The new Town Manager must be capable of keeping all officials comprehensively informed, while remaining detached from the political process and ensuring that professional administrative staff maintains a similar detachment.

The new Town Manager must be an experienced municipal manager with an understanding of how to lead a complex community and have the ability to develop a vision for Town government. The successful candidate cannot be a politician in the classic sense, but must have a clear understanding of the political process in local, county, state, and federal governments. The Town Manager must be both strategic and tactical. He or she must be experienced in working effectively in an environment that requires impartial guidance to elected officials to accomplish both the long-term strategic needs of the community as well as the short-term tactical steps necessary to deliver services.

The Town Manager cannot be a mere caretaker but must be able to capitalize on opportunities. He or she must be creative and willing to advocate for issues that improve the community.

***Official copies of position descriptions are on file at the Human Resources Department***

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## Appendix Section A-2

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### **TOWN MANAGER**

The Town Manager is in charge of the oversight of day-to-day operations of Town government and through the implementation of Town policy, the Office of the Town Manager strives to manage the effective, efficient, and sustainable delivery of services to the residents of Arlington and remains committed to the dissemination of public information in a transparent, accessible, and accurate manner. The Office of the Town Manager continuously evaluates functions of government and public services to maintain Arlington as a community that provides a high quality of life for residents and visitors alike.

### **BOARD ADMINISTRATOR**

The Board Administrator is responsible for administrating and supporting the operations of the Select Board. Supervisory of staff, customer service work with the residents, interaction with other Town Departments and outside agencies, and meeting management are part of everyday duties. Other requested duties include special projects, Town Day organization, proclamations, oversees license processing and renewals, town election warrants and election workers.

### **COMPTROLLER**

The Comptroller's Office is responsible for the Town's books of account and financial records, verifying appropriations for all purchase orders, processing invoices for payment, approval of all payrolls and other warrants, balancing monthly appropriation reports, and other financial reporting as governed by Federal and State governments. The Comptroller is responsible for the coordination of annual audits and direct management/supervision of the Telephone Department.

### **ZONING BOARD OF APPEALS**

The Zoning Board of Appeals was established to hear and decide applications for special permits, petitions for variances from the terms of the zoning bylaws, site plan approvals as mandated by the zoning ordinance and appeals from decisions of the Zoning Enforcement Officer (Building Commissioner). The Board consists of three members appointed by the Select Board, who shall designate the chair. All members of the Board shall be residents of the Town; one member must be an attorney-at-law, and one member must be an architect, civil engineer, or master builder.

### **ARLINGTON CULTURAL COUNCIL**

The **Arlington Cultural Council** (ACC) receives an annual allotment of grant monies from the **Massachusetts Cultural Council** (MCC) to distribute locally. The ACC is committed to funding a diverse cross-section of activities that support a broad variety of art forms, ongoing work of individual artists, projects serving specific local populations and local cultural organizations. Meetings are held once a month and are open to the public. Members of the Council are volunteers appointed by the Arlington Select Board for up to two consecutive three-year terms. They consist of artists, arts administrators and other community members with an interest in the arts, humanities and interpretive

sciences. Grant applications are due by October 15. Determinations are made in December for projects beginning in January.

### **PUBLIC MEMORIAL COMMITTEE**

Public Memorial Committee was established for the purpose of memorializing and officially recognizing those persons whose exemplary accomplishments have reflected credit and honor upon the Town of Arlington, in accordance with certain criteria established and set forth in writing by the Committee. Said Committee shall be the official source for memorialization of persons by the Town. The Committee shall consist of five registered voters of the Town, to be appointed by the Select Board. Two shall be appointed for a term of three years and two for a term of two years and one for a term of one year; all to serve until their respective successors are duly appointed and qualified.

### **BOARD OF REGISTRARS OF VOTERS**

The Board of Registrars of Voters, ensures voter registration sessions. Registrars are required to receive affidavits of voter registration from registrants who reside in their city or town and from those who reside in any other city or town in the Commonwealth. For applications for other municipalities, the registrars must submit such completed affidavits to the registrars in the registrant's city or town.

Registrars must post a copy of the Massachusetts General Laws chapter 56, sections 7 (Aiding or abetting false oath, etc.) at every registration site, deliver absentee ballots to polling locations, and hold sessions for voter registration.

### **HISTORIC DISTRICT COMMISSION**

The Historic Districts Act, MGL Chapter 40C was created to protect and preserve the historic resources of the Commonwealth through a local review system that encourages and ensures compatible improvement and development. Over 100 communities across the Commonwealth have enacted local historic districts to protect their historic resources and ensure the preservation of the character of their community.

Arlington has seven established local historic districts that include over 300 properties that the community has recognized as unique resources worthy of protection. The seven districts are: Avon Place, Broadway, Central Street, Jason/Gray, Mount Gilboa/Crescent Hill, Pleasant Street, and Russell. The Arlington Historic Districts Commissions are required by law to review the architectural appropriateness of most proposed exterior design changes, whether they be a minor alteration, new additions, or removal of trim or structures. The commissions consist of qualified volunteers appointed by the Select Board and include a property owner or resident of each district, an architect, a real estate professional, and a representative from the Arlington Historical Society.

Please note that the AHDC has justification of all properties located within a designated local historic district. In addition to the seven local historic districts, a number of individual properties outside of the districts have been designated by Arlington as being historically and/or architecturally significant.

These individual properties outside the historic districts are overseen by the Arlington Historical Commission, not the Historic Districts Commissions.

### **CYRUS E. DALLIN MUSEUM BOARD OF TRUSTEES**

The Museum's mission is to collect, preserve, protect, and exhibit the works of Cyrus E. Dallin and to educate the community about Cyrus E. Dallin.

### **ARLINGTON PRESERVATION FUND**

The Arlington Preservation Fund, Inc. is a non-profit corporation whose principal purpose is to make low interest loans to owners of historically significant structures in the town of Arlington. Through these favorable loans, the Fund encourages the retention or restoration of appropriate exterior architectural details during both residential and commercial building projects. This revolving fund was initiated through the Federal Community Development Block Grant program and is now administered by a volunteer board of nine citizens appointed by the Select Board.

### **TRANSPORTATION ADVISORY COMMITTEE**

The Transportation Advisory Committee (TAC) was created to serve as an advisory committee on matters at the direction of the Select Board. To assist them in suggesting inventive ways to deal with the myriad of parking, traffic and transportation issues in the Town.

### **BICYCLE ADVISORY COMMITTEE**

The Bicycle Advisory Committee (ABAC) was created to advise the Town on local bicycling conditions. The all-volunteer committee promotes all forms of safe bicycling on town roadways and the Minuteman Bikeway— from recreational riding to using the bicycle for transportation and errands.

### **COMMUNITY PRESERVATION COMMITTEE**

The Community Preservation Committee, required by the CPA under MGL Chapter 44B, and formed by Town Meeting, is tasked with evaluating Arlington's needs in those three specific areas and making recommendations to Town Meeting on how CPA funding should be spent.

Arlington voters approved adoption of the Community Preservation Act (CPA) in November 2014 with the Act to begin funding in FY2016. The Town of Arlington began collecting surcharge revenue on the August 3, 2015 tax bills and will continue collection on a quarterly basis. The committee consists of nine volunteers, including four members from the general public and a member from each of the following bodies: the Redevelopment Board, the Conservation Commission, the Historical Commission, the Parks and Recreation Commission, and the Housing Authority.

### **ELECTION OFFICERS**

The election officers ensure adherence to the elections procedures and compliance with state election laws. Each precinct (there are twenty-one precincts) must have assigned to it a warden, clerk, four

inspectors, and two reliefs. Within each precinct the election officers must equally represent the two leading political parties. However, two of the officers in each precinct may be unenrolled or members of political parties other than the leading ones.

#### **ARLINGTON COMMITTEE ON TOURISM AND ECONOMIC DEVELOPMENT**

The Arlington Committee on Tourism and Economic Development (A-TED) was created by the Select Board in 2010. It annually hosts an event to greet the Lancers as they re-create the rides of Revere and Dawes on Patriots Day and founded the Arlington Alive Arts Block Party, held each summer at Broadway Plaza. A-TED also manages the Visitor Information Center, located at Uncle Sam Plaza in Arlington Center.

#### **UTILITY POLE WORKING GROUP**

This working group will be made up of five residents-at-large. The charge of the working group will be to compile inventories of identified maintenance and/or safety issues relating to utility poles and overhead wires throughout town. This inventory shall be presented to the Select Board at least annually and will be transmitted by the Board to responsible utility providers for follow-up and further action, as described in relevant policies of the Select Board.

#### **CABLE ADVISORY COMMITTEE**

Members appointed by the Select Board, pursuant to Federal and State Cable Television Regulations to assist them with Cable Television licensing and renewal negotiations and any other cable television related issued referred by the Select Board.

#### **TREE COMMITTEE**

The Arlington Tree Committee consists of members with three year terms. The Committee's mission is to promote the protection, planting, and care of trees in Arlington and supports Arlington's Tree Division.

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# Appendix Section A-3

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## **Town of Arlington Select Board Meeting Agenda**

December 7, 2015  
7:15 PM

Select Board's Chambers, 2nd Floor, Town Hall

### **CONSENT AGENDA**

1. Minutes of Meetings: November 9, 2015, November 23, 2015

### **PUBLIC HEARINGS**

2. 7:30 pm Discussion and Vote: Property Tax Classification - Tax Rate  
Paul Tierney, Director of Assessment

### **APPOINTMENTS**

3. Arlington Cultural Council  
Sherry A. Greene  
(term to expire 11/30/2018)
4. Arlington Tree Committee  
John Ellis  
(term to expire 11/30/2018)

### **LICENSES & PERMITS**

5. Request: Menotomy Grill & Tavern Late Night Event, 12/31/15-1/1/16  
William A. Lyons, Owner, Menotomy Grill & Tavern, 25 Massachusetts Ave.
6. Hearing: Potential Chapter 138, Section 69 Violation  
Douglas W. Heim, Town Counsel

### **CITIZENS OPEN FORUM - SIGN IN PRIOR TO BEGINNING OF OPEN FORUM**

Except in unusual circumstances, any matter presented for consideration of the Board shall neither be acted upon, nor a decision made the night of the presentation in accordance with the policy under which the Open Forum was established. It should be noted that there is a three minute time limit to present a concern or request.

## **TRAFFIC RULES & ORDERS / OTHER BUSINESS**

7. For Approval: Arlington Bicycle Advisory Committee
  - a) Letter of Support for SD273 and HD2137, Act to Protect Vulnerable Road Use and SD284 and HD2130, Act to Protect Bicyclists in the Bike Lane.
  - b) Support for Rails-to Trails Sign Program  
Christopher Tonkin, Chair, ABAC
8. Discussion and Approval: Revisions to Select Board's Handbook Chapters 1 and 6  
Douglas H. Heim, Town Counsel
9. Discussion and Vote: Minuteman Regional Agreement  
Daniel J. Dunn, Select Board

## **CORRESPONDENCE RECEIVED**

Letter of Map Revision  
Luis Rodriguez, P.E., Chief  
FEMA, Engineering Management Branch  
Federal Insurance and Mitigation Administration

Requesting Safety Audit at Intersection of Appleton Street and Park Avenue  
Jen Cardillo, 147 Park Avenue

Town Manager: Notice of Vacation "Buy Back"  
Adam W. Chapdelaine, Town Manager

## **NEW BUSINESS**

## **EXECUTIVE SESSION**

Next Scheduled Meeting of the Select Board December 21, 2015

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